

Tanzania Human Resource Management District Strengthening Consultants Training

Report of the Second TOT

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1. Introduction and Background

In Tanzania, health services at the level of the district hospital and lower are managed by councils that fall under the Ministry of Local Government. . The councils are also the employers and managers of health workers although the central level government including PO-PSM and Ministry of Health and Social Welfare are involved in the selection process. The Tanzania Human Resources Capacity Project (THRP) is working with BMAF to help strengthen the human resources for health (HRH) situation at the district level in Tanzania with funding from USAID. Towards this end, BMAF has established a program to build the HRH capacity of district level health managers focusing primarily on members of the Council Health Management Team (CHMT). The goal of the program is to improve key HRH outcomes at the district level including attraction, retention and productivity so as to improve health outcomes. As part of the training, participants develop HRH plans that they integrate into the district Comprehensive Council Health Plans (CCHP). Below are some of the achievements of the district HRH strengthening initiative:

- **Training of Trainers**

The program has adopted a TOT model to support rapid scale-up of training and to build a pool of local HRH experts. In August 2010, the program trained 18 trainers drawn from the Zonal Health Resource Centres, District and Regional health managers, Private consultants and BMAF/THRP staff. The trainers carry out the district HRH training and subsequent coaching.

- **Development of Training and Coaching Materials**

The program has helped to develop or customize a wide range of training materials including:

- Facilitator manual
- Participants manual
- PowerPoint presentations
- Data collection templates
- Coaching guidelines

These materials have been tested in the field and revised accordingly. Attempts have also been made to ensure the training materials take into consideration the Tanzania district HRH context.

The topics covered in the training include:

- Introduction
- Human Resources Management in Tanzania context
- Health Action Framework
- Workforce Planning
- Human Resources Information System

- Recruitment & Deployment
- Orientation
- Planning for improvement
- Professional Development
- Work environment (work climate)
- Introduction to Leadership in the HR Context
- Performance Management

- **Training of CHMT Members**

The program has trained and coached 148 district level participants drawn from 20 districts. Many of the district teams have developed HR plans that have been integrated into the CCHP.

- **Coaching and Data Collection**

The program has also followed up the training with coaching visits to support the teams especially in the implementation of their action plans and to collect baseline and post-baseline data.

- **Review of Training program**

BMAF has regularly reviewed the program to ensure it serves its intended purpose of improving the district level HRH capacity. In April 2011, a formal review of the program was undertaken and recommendations made on the way forward. Following the program review, the training materials have been revised to reflect lessons learnt. For example, following the review, two additional modules on HRIS and Gender were added to the course.

2. Training of Additional Trainers

The TOT program ran for nine days between 18 to 28 July 2011. The training participants were drawn from new districts that were not part of the phase one training. The TOT had the following objectives:

- Equip local experts and local government representatives with a common body of knowledge regarding the human resource management system and its components (week 1)
- Develop their skills as trainers of adult learners (week 2).
- Plan for the training of CHMTs (week 2)

Refer to Annex 2 for a copy of the training program.

The training was conducted by the following:

- William Kiarie - MSH, Consultant
- Rahel Sheiza, Program Director BMAF
- Adeline Saguti - BMAF
- Peter Mbago - BMAF

A total of 16 participants were trained. One major difference between this cohort and the first TOT cohort was the fact that while the first cohort was drawn mainly from tutors of Zonal Health Resource Centres with little or no HR training and experience, the second cohort was made up of experienced HR practitioners most of whom were District HR Officers (DHROs). Please refer to annex 1 for the participants' list. With very few exceptions, TOT participants did very well during the mock facilitation exercises and showed good command of both the course content and training skills.

3. Recommendations

Based on observations made during the workshop and feedback given by participants the following recommendations are made:

- **Review the 7-day course program**

There is need to revise the length of training for the district HR course that was previously increased from 5 days to 7 days, largely to accommodate a longer orientation module and give more time to the action plan development session. It was felt that seven days are too many and the course should revert back to 5 days. District heads are more likely to release participants for the shorter course

- **Gender module**

The gender module should be finalized before the next training. The attempt to infuse gender into other modules based on the fact that gender is cross-cutting did not work well. Offering Gender as a module ensures that participants appreciate its importance and also allows them to review it in a greater depth. It is recommended that gender be made a stand-alone module. To ensure that participants appreciate its cross-cutting nature, it is proposed that a group activity be developed requiring participants to identify gender dimensions of fundamental HR areas such as recruitment, workforce planning, performance management and retention.

- **Selection of TOT participants**

The selection of TOT participants that have HR background should continue.

- **Review of Training Materials**

The revision of the different training materials was not well harmonized and has resulted in a number of inconsistencies. For example some changes made to the PowerPoint presentation, were not made in the corresponding sections of the participants' manual. Although in general the revisions have improved the training materials, there is not to re-edit the materials to ensure harmonization.

- **Customization of Training Materials**

The proposal to customize the Work Climate module to include pictures showing good work climate ideas from Tanzania should be implemented as agreed earlier during the review of the district HR training program.

- **Identification of Areas of Improvement**

It is recommended that at the end of each module, the district teams be requested to identify and note possible areas of improvement instead of doing so at the end of the course. The training materials should be revised to remind facilitators of this change. In addition, a tool to capture possible areas of improvement after each module should be developed. It is proposed that this information be captured in a table specifying the area of desired improvement, why it's important and the responsible person..

4. Annexes

Annex 1: Participants List

No	Names	Sex
1	Atuganile Jonas	F
2	Remmy Moshi	M
3	Gloria Mafole	F
4	Raymond Kiwesa	M
5	Amour Mohamed	M
6	Witness Mulegi	F
7	Said John Damalu	M
8	Octavian William Mapunda	M
9	Michael J. Siajabu	M
10	Pascas Isondo	M
11	James Rutagarama Gabriel	M

12	Sania Mwangakala	F
13	Raphael T. Makoninde	M
14	Benson Mihayo	M
15	Bakarani H. Urio	M
16	Saimon Maganga	M

Annex 2: Workshop Agenda

Week 1

	AM				PM
Day 1	<ul style="list-style-type: none"> Workshop Opening Introduction 	HEALTH BREAK	<ul style="list-style-type: none"> The HR context in Tanzania 	HEALTH BREAK	<ul style="list-style-type: none"> Human Resources for Health Action Framework (HAF) Human Resources Management Systems
Day 2	<ul style="list-style-type: none"> Workforce Planning 		<ul style="list-style-type: none"> Human Resources Information System 		<ul style="list-style-type: none"> Recruitment and Deployment
Day 3	<ul style="list-style-type: none"> Orientation 		<ul style="list-style-type: none"> Performance Management- <ul style="list-style-type: none"> Introduction Performance Mgt cycle Giving feedback 		<ul style="list-style-type: none"> Performance Management <ul style="list-style-type: none"> Rewards and sanctions OPRAS
Day 4	<ul style="list-style-type: none"> Professional Development <ul style="list-style-type: none"> Work Environment 		<ul style="list-style-type: none"> Work Environment <ul style="list-style-type: none"> Health Worker Retention 		<ul style="list-style-type: none"> Health Worker Retention
Day 5	<ul style="list-style-type: none"> Leadership in the HR Context Planning for Improvement 		<ul style="list-style-type: none"> Planning for Improvement Evaluation 		No Session

Week 2

	Monday	Tuesday	Wednesday	Thursday
AM	<ul style="list-style-type: none"> Getting Started Principles of Adult Learning Experiential Learning Cycle 	Practice Training	Practice Training	Coaching
Lunch				
PM	Facilitation Skills	Practice Training	Practice Training	<ul style="list-style-type: none"> Planning for Follow-up Work shop Evaluation Closing Ceremony

Annex 3

The table below summarizes the results of the participants' evaluation of the workshop:

1	Training content			Excellent	Good	Fair	Poor
				14	2	0	0
	Reasons for selection			course content is good	Relevance of material	Relate to local environment	Others
				8	3	3	2
2	How can you rank the trainers by their names			Excellent	Good	Fair	Poor
			<i>Trainer 1-William</i>	13	3	0	0
			<i>Trainer 2-Peter</i>	8	8	0	0
			<i>Trainer 3-Adeline</i>	13	2	1	0
	Reasons for selection			Understanding of the course content	Good presentation skills	Understanding of the local environment	Availability/ use of the training materials on time
				7	4	2	3
3	How can you rank the training methodology			Excellent	Good	Fair	Poor
				9	7	0	0
	What can you suggest to be improved?			Venue which is far from town			
				Field visits and practical examples			
				More time for sharing experiences			
				Have tools like the OPRAS forms			
				Some modules to base on current situation			
				More group work and discussion			
4	What topics/modules do you think were more relevant to your work?			Topic 1-4	Topic 5- 9	Topic 10-13	ALL OF THEM
				10	16	16	6